

STATE OF COLORADO
Department of State

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Department of State
Annual Performance Report for Fiscal 2015-16

November 1, 2016

Summary of Performance Plan

For Fiscal Year 2015-2106, the Department of State focused on maintaining and improving its award-winning customer service and productivity improvement via its LEAN-based process improvement and mapping initiative.

- The Department sought to maintain its national top-5 ranking in the percentage of eligible voters who are registered to vote. The Department also improved the accuracy of Colorado voter rolls through leadership and growth of the ERIC Project.
- The Department maintained its customer service and compliance rate leadership via continued expansion of eLearning, data and analysis tools, and consultative services in order to reduce cost and to simplify regulatory compliance for its customers.
- The department continued to introduce innovative technology products and services for the purpose of reducing customer costs.

For this performance report, the office has provided a final update on the selected goals described in the Colorado Department of State Performance Plan for FY 2015-16, and evaluated in the periodic evaluations dated October 1, 2015 and April 1, 2016.

Administration Division

The Administration Division supports the Secretary of State and the Business and Licensing, Elections, and Information Technology divisions in the department by providing personnel, finance, and general administrative support.

Goal: Attract, retain, and develop a high-performing workforce

Performance Measure		FY 14-15	FY 15-16
	Target	100%	100%

Percentage of employees that have attended training	Actual	100%	100%
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The Department provides opportunities for professional development through eLearning course offerings and in-person training. We are currently on track for all staff in the Department to attend training in FY15-16.

Goal: Enhance eLearning output

Performance Measure		FY 14-15	FY 15-16
eLearning courses that support SOS programs	Target	19	35
	Actual	33	40

The Department continues to design and develop eLearning courses that support SOS programs. The Department has already exceeded the FY15-16 target.

Business and Licensing Division

The Business and Licensing Division provides document filing, records management, information retrieval, and educational services. It registers business names and organizations, trade names and trademarks, and files secured transactions records and notary applications, making them accessible to the public. The division also administers the lobbyist program, licenses entities involved in charitable bingo and raffle, registers charitable organizations, and publishes the Code of Colorado Regulations.

Goal: Enhance Division performance through employee development and process improvement.

Performance Measure		FY 14-15	FY 15-16
By FY17-18, achieve 85% redundancy in critical Division tasks	Target	25%	50%
	Actual	43%	77%

We identified key division tasks, the number of staff trained to perform the key tasks, and how many tasks existed with no back-up person trained. We then prioritized our cross-training efforts and began to engage personnel in targeted training opportunities.

Goal: For the Charities Program, increase customer satisfaction through improved system usability and efficiency.

Performance Measure		FY 14-15	FY 15-16
By FY15-16, reduce rejection rate for charitable registration filing to 8%.	Target	11%	8%
	Actual	7.36%	7.37%

We gathered information on the most common reasons why a filing was rejected, and in Sept. 2013, we posted educational materials and added data validation to our e-filing application that virtually eliminated the most common reason for rejecting a filing. As a result of those steps, the reject rate was reduced to 7.91% in fiscal year 2014, 7.36% for fiscal year 2015, and 7.17% through Q3 of FY2016.

Elections Division

The Elections Division administers and supervises statutory and constitutional provisions that relate directly or indirectly to the conduct of Colorado elections. These include certifying content to the ballot, publishing the abstract of vote totals, as well as overseeing the verification of petitions for ballot issues, campaign finance filings, voting equipment certifications, requirements of the National Voter Registration Act and Help America Vote Act, and maintaining the statewide voter registration system.

Goal: Improve Online Voter Registration (OLVR) to enhance the end-user experience.

Performance Measure		FY 14-15	FY 15-16
OLVR New Registrants	Target	22,000	39,000
	Actual	21,624	36,302

Online Voter Registration (OLVR) has been updated in a number of ways, both internally and for improved customer experience. These improvements have translated to increased usage for new registrations and better system stability.

Goal: Develop/implement a statewide voter registration ePollbook module that combines the ability to register voters, update voter records (VR), and issue ballots for use at Voter Service and Polling Centers (VSPC) during elections.

Performance Measure		FY 14-15	FY 15-16
Issue Ballot	Target	75,000	100,000
	Actual	101,060	13,115*

The Voter Service and Polling Center (VSPC) ePollbook module made it possible for county election officials to seamlessly check-in voters and issue ballots without a login to the main SCORE system, which was difficult and created security concerns.

*The actual number of ballots issued for FY15-16 is low because it shows ballots produced for the primary election, not the general election, as is reflected in the FY14-15 actual.

Information Technology Division

The Information Technology Division provides technical and project management services, system development, and support to programs administered by the department. The division has developed its own mission statement to express its purpose: “To provide continuous commitment in delivering innovative, cost-effective, and secure Information Technology Solutions that support the unique and individual goals of all divisions within the Department.”

Goal: To maintain a strong security posture.

Performance Measure		FY 14-15	FY 15-16
% of employees undergoing information security training during the year	Target	100%	100%
	Actual	100%	100%
% of new employees completing information security training within 10 business days of work start	Target	100%	100%
	Actual	93%	91%
% of critical vulnerabilities closed within 15 days	Target	100%	100%
	Actual	100%	100%

These performance measures show our progress in identifying and closing potential vulnerabilities and maintaining a workforce trained in information security practices and principles.

Goal: To improve agility, speed, and quality of the I.T. Department.

Performance Measure		FY 14-15	FY 15-16
% completion for modernization of production office systems, Windows and unix-based	Target	100%	n/a*
	Actual	100%	-
Implement agile-based methodologies across all software development projects	Target	100%	100%
	Actual	100%	100%
Develop and institute formal process for quarterly project and portfolio management of agency projects	Target	100%	100%
	Actual	75%	100%

** Projects completed in FY 14-15*

These performance measures evidence our progress in improving our success in project delivery by modernizing our infrastructure and instituting more formal reviews of our agile development methodologies.